



UNIVERSITI PUTRA MALAYSIA

**EVALUATING THE TRAINING PROGRAMME ON ISO 9002
AT ESPRIT CORPORATION SDN.BHD.**

KHOO GUAT TIN

FPP 1997 16

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By

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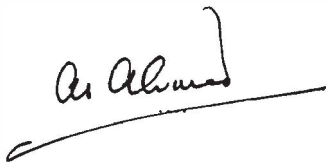
**Project Paper Submitted in Partial Fulfilment of the Requirement for
the Degree of Master of Science in the Faculty of Educational Studies,
Universiti Putra Malaysia**

November 1997




Project entitled “Evaluating The Training Programme on ISO 9002 at Esprit Corporation Sdn Bhd ” by Khoo Guat Tin is submitted in partial fulfilment of the requirement for the Degree of Master of Science (Human Resource Development) in the Faculty of Educational Studies, Universiti Putra Malaysia

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ACKNOWLEDGEMENTS

I wish to acknowledge my sincere gratitude, appreciation and thanks to my supervisor Dr. Hajah Asma Binti Ahmad for her invaluable advice, comments and suggestions at every stage of this research.

Thanks and appreciation are also extended to all the Managerial Executives at Esprit Corporation Sdn Bhd and the external consultants, especially Ms. Elizabeth George, the Senior Consultant, of East Asia Quality Consultants Sdn. Bhd. as well as Pn. Zabibiwati Abu Mansor for their assistance, cooperation, support and guidance.

I thank Universiti Putra Malaysia and Esprit Corporation Sdn. Bhd. for providing me with the opportunity to carry out my research in pursuit of my graduate study.

Last but not least, to my husband, K.S. Fang, thank you for your support, the depth of which I could not begin to express, your understanding, patience, advice, encouragement and love throughout my graduate study, all of which have contributed tremendously to its success. To my sons, Qing Lin and Qing Yao, thanks for the patience, the thoughtfulness and the invaluable help rendered.

MAY ALL OF US BE ABLE TO KEEP OURSELVES WELL AND HAPPY ALWAYS

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Abstract of project paper submitted to the Senate of Universiti Putra Malaysia in partial fulfilment of the requirement for the degree of Master of Science.

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By

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NOVEMBER 1997

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Faculty : Faculty of Educational Studies

The Malaysian Construction Industry has been beset with a lot of problems of late owing a lack of quality control and safety. The Malaysian Government has called for and promoted an awareness for quality management with the introduction of the ISO 9000 series. Esprit Corporation Sdn. Bhd. is one of the many companies which has taken the challenge of implementing the quality management system of the ISO 9002. The company has opted for a series of training in the ISO 9002 towards the implementation and certification of ISO 9002. The implementation of the ISO 9002 is not without its problems and proper adequate training is the key to eradicating these problems.

This study was conducted primarily to evaluate the training programme on ISO 9002 at Esprit Corporation Sdn. Bhd. as perceived by the Managerial Executives through their level of reaction and learning. It was also to evaluate whether the training programme on ISO 9002 at Esprit Corporation Sdn. Bhd. had been successful in ensuring that all the Managerial Executives received the training appropriate to establish the documentation structure for the implementation and maintenance of the ISO 9002 in the company. Finally it attempted to find out the reaction level of the Managerial Executives towards the training programme on ISO 9002 and the learning level of the Managerial Executives in the ISO 9002, the documentation requirement of ISO 9002 and the work procedures in the company through such aspects as knowledge, skills and attitude.

A three part interview schedule was developed. It covers the Personal Characteristics of the Managerial Executives, the Reaction level of the Managerial Executives towards the training programme on ISO 9002 and the Learning level of the Managerial Executives which was further subdivided into three sections, namely; Knowledge in the ISO 9002 and the Documentation Requirement in the ISO 9002; Knowledge pertaining to the Skills of Work Procedures in the company; and the Attitudinal level of the Managerial Executives towards the ISO 9002.

The results of the statistical analysis revealed that the Managerial Executives reacted positively towards the training programme on 9002, implying that learning will most probable be favourable with better commitment and support for the implementation of the ISO 9002. The learning level also showed satisfactory results. The knowledge

level of the Managerial Executives in the ISO 9002 and its documentation requirement was good, however, the knowledge pertaining to the skills of work procedures in the company was medium. Finally, it can be concluded that the Managerial Executives had a positive and favourable attitude towards the ISO 9002.

It is therefore recommended that the positive results be communicated to all personnel involved in training in the company so as to motivate them towards a successful implementation and to act as a springboard for future training programmes. In order for implementation to be successful, all personnel must have a thorough and firm knowledge of all the levels pertaining to the ISO 9002, and its documentation requirement. Thus, corrective actions must be taken immediately in order to redress any level, be it reaction, knowledge, skills or attitude which reveals less than satisfactory results in order to ensure that the training objective is attained and the goals of the company are met.

Abstrak projek penyelidikan yang dikemukakan kepada Senat Universiti Putra Malaysia sebagai memenuhi sebahagian daripada keperluan untuk mendapatkan Ijazah Sarjana Sains.

PENILAIAN PROGRAM LATIHAN ISO 9002

DI SYARIKAT ESPRIT SDN. BHD.

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Bidang Pembinaan di Malaysia telah menghadapi banyak masalah sejak kebalakangan ini di sebabkan oleh kekurangan kualiti dan faktor keselamatan. Kerajaan Malaysia telah menekankan kesedaran tentang pengurusan kualiti dengan memperkenalkan siri ISO 9000. Syarikat Esprit Sdn. Bhd. adalah diantara puluhan syarikat yang telah menyahut cabaran untuk melaksanakan sistem pengurusan berkualiti ISO 9002. Syarikat ini telah memilih program latihan bersiri ke arah perlaksanaan dan pensijilan ISO 9002. Pelaksanaan ini tidak terlepas daripada masalah, namun dengan adanya latihan yang sesuai dan mantap ini merupakan faktor penting mengatasi masalah tersebut.

Kajian ini dijalankan khasnya untuk menilai program latihan ISO 9002 di Syarikat Esprit Sdn. Bhd. seperti yang dianggap oleh Eksekutif Pengurusan melalui reaksi dan pembelajaran mereka. Kajian ini juga dijalankan untuk menilai kemampuan dan kejayaan program latihan ISO 9002 di Syarikat Esprit Sdn. Bhd. dalam memastikan semua Eksekutif Pengurusan mendapat latihan yang cukup untuk membentuk struktur dokumentasi dan mengalakkan ISO 9002 di syarikat tersebut. Akhirnya, ia cuba menentu tahap reaksi Eksekutif Pengurusan terhadap program latihan ISO 9002 dan tahap pembelajaran tentang ISO 9002, Keperluan Dokumentasi ISO 9002 dan Prosedur Kerja disyarikat tersebut melalui aspek-aspek seperti Pengetahuan, Kemahiran dan Sikap.

Penemuan daripada analisis statistik merangkumi aspek-aspek seperti Keperibadian Eksekutif Pengurusan, Tahap Reaksi Eksekutif Pengurusan terhadap program latihan ISO 9002 dan Tahap Pembelajaran Eksekutif Pengurusan, telah menunjukkan reaksi yang mengalakkan, tahap pembelajaran yang memuaskan dan sikap yang positif terhadap ISO 9002 dan program latihan ISO 9002.

Adalah dicadangkan supaya penemuan yang positif perlu disalurkan kepada semua kakitangan yang terlibat dalam latihan supaya merangsangkan mereka kearah kejayaan pelaksanaan program tersebut. Kesemua kakitangan memerlukan kefahaman yang menyeluruh tentang peringkat ISO 9002 dan keperluan dokumentasinya.

Tindakan pembetulan perlu di lakukan dengan segera supaya membaiki kelemahan semua tahap pengetahuan, kemahiran dan sikap agar objektif program latihan dan matlamat syarikat tercapai dan menemui kejayaan.

CHAPTER I

INTRODUCTION

The Problem and Its Context

Owing to uncontrolled and unorganized growth, the construction industry has been saddled with glaring problems such as a lack of quality and safety at the work sites leading to fatal injuries, incompleted work, premature failure and defects on completed work, an acute shortage of workers compounded by the large number of foreign workforce which is the source of rising social ills and health problems. The foreign dwelling places are known shelters for criminal activities and presently, breeding places for the aedes mosquito, as reported in the Star, 19 July 1997. The shortage of manpower and basic construction materials at one time, all point to the need for quality control. Quality improvement needs to be implemented the most in the area of safety standards, not only to workers but also the public at large during the stages of construction (Yeoh and Lee, 1996). Consequently, the call by the government for the upgrading of quality and safety standards in the construction industry is indeed a step in the right direction to gain integrity, reliability and credibility for the Malaysian building industry so that there will be an improvement in the industry's contribution to the national economy as well internationally.

The ISO 9000 series of Quality Management Systems was first published by the ISO or International Organization for Standardization in 1987. In Malaysia, SIRIM or the Standard and Industrial Research Institute of Malaysia launched the scheme for the Certification of Quality Systems in order to provide for the certification of quality systems to the ISO 9000 series. The ISO 9000 series is new to Malaysia. Initially, the Malaysian government started this programme to create an awareness for quality and to ensure that Malaysian manufacturers will have a cost-effective quality management system so that Malaysian goods or produce can compete globally.

Dato' Dr. Ahmad Tajuddin Ali, the then Director-General of SIRIM in his foreword address in "ISO 9002 In the Malaysian Construction Industry Guide And Implementation" (Yeoh and Lee, 1996) said :

"For the industry to survive and remain competitive in the face of intense global competitors, the Malaysian construction industry has to implement quality management in their operations and systems."

According to him, SIRIM's efforts targeted at creating awareness towards quality among manufacturers, particularly through the government's promotion of quality management and ISO 9000, has yielded significant results. The outcome of the government's efforts is that there is a greater level of awareness generally of the importance of quality.

With such encouragement from the government, it is no wonder that Esprit Corporation Sdn. Bhd. decides to aim for certification to ISO 9002. Esprit Corporation Sdn. Bhd. was incorporated in 1989. The Company is a wholly owned subsidiary company of Esprit Group Berhad listed on the 2nd Board of The Kuala Lumpur Stock Exchange. Esprit Corporation Sdn. Bhd. is a civil engineering and building contractors company. The Company's principal activities are the undertaking of construction and completion of building, civil engineering and quarrying contracts for the clients or the developer whether private or government bodies (Quality Manual, Esprit Corporation Sdn. Bhd. 1997).

Esprit Corporation Sdn. Bhd. opted for training in the implementation of ISO 9002 because the top management is interested in raising the standards of constructive management in the company. With the company's increasing participation in foreign international projects, the certification of ISO 9002 not only represents an international consensus in the operations and assessment quality management system but adopting such a system means the organization will have a top quality management system which ensures the prevention of wastage of time and cost, two areas of great concern within the company. This also reduces repetition, thus enhancing efficiency and productivity.

In order to ensure that their personnel is well versed with the requirements of ISO 9002, the company engaged an external consultant to train the Managerial Executives. The Managerial Executives involved in the training were the Management Representative, Executive Director, Project Director, General Manager, Deputy General Manager, Senior Project Manager, Senior Contracts Manager, Contracts

Manager (Post), HR & Administration Manager, Assistant Safety & Health Manager, Technical and Design Manager, Plant & Machinery Manager, Assistant Treasury Manager, Project Managers, Purchasing Executive, Contracts Manager (Special Project) and Manager (Special Project). The first of a series of initial training was started on 16 September 1996. The next is a three-session workshop on Understanding a Quality Management System to ISO 9000 on 12 October 1996. This was followed by another four-session workshop on Documenting a Quality Management System to ISO 9000 (see Appendix B).

Statement of the Problem

The implementation of the ISO 9000 series is not without its problems. Some of the areas where problems may arise are firstly, the area of Management Commitment where some 37.3 % of organizations encountered problems (Yeoh and Lee, p136, 1996). This is because managers are not committed as they are unaware of the benefits of ISO or may be pressured into implementing ISO by market pressures. This lack of commitment can manifest itself in a number of ways, such as, inadequate training, poor discipline in the maintenance of documents and quality records and a reluctance to commit to manpower and machinery. This could lead to a breakdown of the system. Another problem that may arise is the problem of not knowing how much and what must be documented thereby leading to over-documentation. 68 % of companies surveyed

face this problem (Yeoh and Lee, 1996). Huge amounts of paperwork, obsolete documents, unauthorized amendments all point to the fact that untrained personnel to document the quality system is another serious problem. Perhaps one of the main obstacles to a successful implementation is the middle management resistant to change. Many managers resist change because they feel it is unnecessary and that it interferes with their work routine. Adequate and proper training is the key to eradicating the problems mentioned because adequately trained employees will see the benefits of the ISO 9000 and realize that the ISO 9000 series can improve the effectiveness of any organization thus ensuring a successful implementation. A quality training programme with precise realistic objectives leading to a commitment for quality is necessary.

Thus the need for this study is to primarily evaluate the training programme on ISO 9002 at Esprit Corporation Sdn. Bhd. as perceived by the Managerial Executives through their reaction and learning. The results will show whether the training conducted meet the stipulated objectives of the training programme, that is, to ensure that all trainees receive the training appropriate to establish the documentation structure necessary for the implementation and maintenance of ISO 9002.

The research questions to be addressed are :

1. What is the reaction of the trainees towards the training programme on ISO 9002?
2. What is the level of learning in terms of knowledge in the ISO 9002 and its documentation requirement, knowledge pertaining to the skills of work procedures in the company and attitude towards the ISO 9002?

3. How have the trainees perceived the training programme on ISO 9002 in terms of their level of reaction and learning?
4. Has the training programme been successful in meeting the stipulated objectives?

Specifically, the study seeks to determine the trainees' reaction and learning level towards the training programme on ISO 9002, the documentation requirement and work procedures on document and data control in the company. The reason for this is that the Quality Systems documentation is the backbone and a basic requirement of the ISO 9000 series. However, out of all the levels of documentation, only certain generic requirements and the work procedure level are evaluated on. The findings for this research will lead to a conclusion about the effectiveness of the training in terms of reaction and learning in the implementation of ISO 9002 in Esprit Corporation Sdn. Bhd.

Objectives of the Study

General Objective

The main purpose of this study is to evaluate the training programme on ISO 9002 at Esprit Corporation Sdn. Bhd. as perceived by the Managerial Executives through their level of reaction towards the training programme on ISO 9002 and their level of learning in the ISO 9002.

Specific Objectives

Specifically, the study attempts to answer the following objectives :

1. To find out the reaction level of the Managerial Executives towards the training of ISO 9002 at Esprit Corporation Sdn. Bhd.
2. To find out the learning level of the Managerial Executives in the ISO 9002, the documentation requirement of ISO 9002 and the work procedures on document and data control at Esprit Corporation Sdn. Bhd.
3. To find out the knowledge level of the Managerial Executives in the ISO 9002 and its documentation requirement at Esprit Corporation Sdn. Bhd.
4. To find out the knowledge of the Managerial Executives pertaining to the skills of work procedures on document and data control at Esprit Corporation Sdn. Bhd.
5. To find out the attitudinal level of the Managerial Executives towards the ISO 9002 at Esprit Corporation Sdn. Bhd.

Significance of the Study

The anticipated findings of this research can lead to an awareness of how the Managerial Executives perceived the ISO 9002, the training programme on ISO 9002, and the documentation requirement in the implementation of ISO 9002 at Esprit

Corporation Sdn. Bhd. This will indirectly create an awareness by the management of the level of familiarization of the ISO 9002 and its documentation requirement and work procedures by the Managerial Executives in the Company.

The findings may also help improve future training programmes should the results show that the training objectives have not been met and enable better corrective actions in future training programmes on ISO 9002 which may ensure a more productive and better workforce in terms of the knowledge, skills and attitudes in the ISO 9002 and its documentation system.

General Assumptions of the Study

The primary assumption adopted in this study is that the Managerial Executives selected for the training have no prior training in any of the quality management ISO 9000 series before. It is also assumed that since it is the top management of the company who has called for the training on ISO 9002 and the responsibility for quality management belongs to the top management, there is total top management commitment and support for the ISO 9002 exercise in the company.

Finally, it is assumed that Kirkpatrick's model of evaluating training programmes, based on the British and American scenario, is applicable to the Malaysian setting.

Limitations of the Study

This study is only limited to how the respondents, in this case, the Managerial Executives, perceived the ISO 9002 and the training programme on ISO 9002. The criteria used to measure this is only limited to the Reaction and Learning levels of the respondents and not the Job Behaviour and Results or Outcome levels of the respondents. The learning level is limited to the knowledge, skills and attitude towards what is learnt, namely the ISO. Skills, here, is meant the knowledge of the skills to be performed and not the actual skills performed or transferred onto the job as yet. The section on attitude measurement must be seen in the context of training, just like knowledge and skills and not the attitude in the context of change and innovation as understood in psychology.

The requirements of the ISO 9000 series are so wide that it is not economical and viable to measure or test the other requirements owing to the constraints of time. There are altogether 21 elements or requirements in the ISO 9000 series. This makes it impossible to measure all the elements. Consequently, only the documentation and work procedures of Clause 4.5 on Document and Data Control are measured in the section on learning because this particular requirement encompasses all aspects of the ISO 9002.

Thus, from the above, it is clearly denoted here that the results of the findings must only be seen in the light of such limitations and within the context of training and the documentation requirement in the ISO 9002.

Managerial Executives	:	Managers with executive responsibility for and commitment to a quality policy and who are in charge of the overall management function of the company such as the Management Representative, the Executive Director, Project Director, General Manager, Deputy General Manager, Senior Project Manager, Senior Contracts Manager, Contracts Manager (Post), and HR & Administration Manager, to name a few.
Management Representative	:	A Quality Assurance Manager will be appointed by the management among the Managerial Executives as the Management Representative for the Quality System. The Management Representative is given the authority to ensure the effective implementation and maintenance of the Quality System.
Perception	:	The acquisition of specific knowledge about objects or events directly stimulating the senses at any particular time.
Reaction	:	Reaction according to Kirkpatrick (1994) is the measure of customer satisfaction. It measures how those who participate in the programme react to it.
Skill	:	Skill is the ability to perform procedures in a correct sequence of actions. It is an ability to perform a task well. However for the purposes of this research, skill is pertaining to the knowledge of the skill acquired.
Training	:	Training consists of instructional experiences provided primarily by employers for employees, designed to develop new skills and knowledge that are expected to be applied immediately upon (or within a short time after) arrival on or return to the job.

CHAPTER II

REVIEW OF LITERATURE

This chapter reviews and discusses selected theories and explains the concepts related to Training, Learning, the ISO 9002, the Documentation Requirement and Work Procedure. The relevant information is presented in the following subheadings :

1. Training
2. Learning
3. Learning Theories in Training
4. ISO 9000 Series
5. Documentation Requirement and Work Procedure of ISO 9002

Training

This study intends to determine whether the initial training conducted in the implementation of ISO 9002 in Esprit Corporation Sdn. Bhd. meet the stipulated objectives of the training programme, that is, to ensure that all trainees receive the training appropriate to establish the documentation structure necessary for the implementation and maintenance of the ISO 9002. Hence this section begins with the concepts, terms and definitions of training such as the purpose of training, types of training, function of training, conduct of training and the evaluation of training.